Army Senior Leader Update

DCIPS Implementation

24 June 2009

NICCP
NATIONAL INTELLIGENCE
CIVILIAN COMPENSATION PROGRAM

DCIPS
DEFENSE CIVILIAN INTELLIGENCE
PERSONNEL SYSTEM

Agenda

- Implementation Timeline
- Implementation Update
  - Strategic Planning
  - Program Management
  - Training
  - Communications and Outreach
  - Evaluation – Beta Group
  - Conversion
- BETA Group Lessons Learned
- Way Ahead
- Questions

IC Implementation Timeline

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	2008			2009					2010	2011
	Sept	**Oct**	**Nov**	**Mar**	**Apr**	**Jul**	**Aug**	**Oct**	**Jan**	**Jan**
Performance Management System		DIA Navy/ USMC NGA NSA OUSD(I)			NRO (AF)	Army	USAF	DSS		
Pay Bands	DIA	NGA	Navy / USMC	OUSD(I)	NRO (AF)	Army	USAF	DSS NSA		
First Performance Payout									DIA NGA NSA Navy/ USMC OUSD(I	Army USAF

Organizations selected their implementation dates; funding provided to support dates

Army DCIPS Implementation Timeline

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Army Beta Group (Army G-2)	
Event	**Timeline**
Convert to DCIPS Performance Management Process (Test group/Lesson's Learned)	1 April - 18 July 2009
Convert to New Annual DCIPS Performance Management Cycle	**19 July 2009 - 30 September 2010**
Conversion to Pay Bands and Within Grade Increase (WGI) Buy-In	**19 July 2009**
Pay Pool Deliberations	November 2010
Performance Payouts	January 2011
Communication and Training	On-Going

Army Non-Beta Group	
Event	**Timeline**
Convert to New Annual DCIPS Performance Management Cycle	**19 July 2009 - 30 September 2010**
Conversion to Pay Bands and Within Grade Increase (WGI) Buy-In	**19 July 2009**
Pay Pool Deliberations	November 2010
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Strategic Planning – Implementation Plan

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Tier 1 – To be completed before July 2009 Conversion

PMO	• Create Implementation Strategy and Project Plan • Monitor and Control Project Plan • Track Command Implementation Activities (Training, PD review, Communication, etc.) • Define the DCIPS PMO and roles and responsibilities • Establish a governance structure • Respond to internal and external inquiries regarding program status and success
Communications and Change Management	• Create Communications Strategy (including Risk Strategy and Stakeholder Assessment) • Execute Communication Campaigns • Create and deliver materials to TMs, employees and supervisors • Continue to engage TMs on a regular bi-weekly teleconference/VTCs, and local onsite visits • Revise and expand Army's DCIPS internet presence • Develop and schedule Road Show / Town Hall events
Training	• Collect training plans from each command • Determine resource requirements from each command • Develop a training strategy • Develop training content • Deliver training to workforce • Develop and deliver PAA Tool training
Beta Implementation	• Develop approach to beta implementation including timeline, communications, and training plan • Engage Beta Tiger Team in weekly conference calls • Ensure PAA Tool can meet requirements of beta • Develop program evaluation strategy to assess beta results

Strategic Planning – Implementation Plan

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Tier 1 – To be completed before July 2009 Conversion

Pay Pool Strategy	• Research best practices of pay pool structures • Evaluate Salary distributions • Determine strategy for assigning pay pool membership
Performance Management	• Accelerate training strategy for the practices of DCIPS performance management • Create Performance Management Handbook for employees and managers • Communicate requirements to commands regarding FY performance cycle and last year's close out, to include close out rating guidance • Ensure commands have instructed employees to create MyBiz Accounts and identified rating hierarchies are defined (ratee, rater, reviewer) in PAA Tool • Ensure performance plans are established in PAA by 1 June 09
Policy	• Prioritize policy areas • Continue to analyze and provide feedback to USD(I) policy • Convene Army working group to begin creating Army DCIPS policies • Create a formalized approach to compare policy and regulations from USD(I), ICDs, CIPMS, NSPS, and other Defense Intelligence organizations • Begin to create interim policy or guidance

Army Policy Update

USD(I) Policy Chapter	Status of Army DCIPS Policy	Scheduled Release Date to Army Stakeholders
Introduction & Responsibilities [Vol. 2001-Intro]	Staffing for final signature	24 June 2009
Performance Management [*Vol. 2011 – Performance Mgmt.]*	Staffing for final signature	24 June 2009
Position Management and Classification *[Vol. 2007 – Occupational Structure]*	Staffing for final signature	24 June 2009
Employment and Placement *[Vol. 2005 – Employment & Placement]*	USD(I) Comments being incorporated	24 June 2009
Compensation *[Vol. 2006 – Compensation Administration]*	USD(I) Comments being incorporated	24 June 2009
Performance Recognition and Incentive Awards	USD(I) Comments being incorporated	24 June 2009

Training – Strategy and Execution

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Line of Operation 1: Beta Group		
Event	**# of Sessions**	**# of Attendees**
Performance Management & SMART Objectives; Core Elements	13	165 of 165 DACs, Supervisors, & Snrs 24 of 52 MICEPS
Line of Operation 2: Localized To the Command, ASCC, DRU		
Performance Management & SMART Objectives; Core Elements	137	3425 of 5057 + 68% on-going
Line of Operation 3: Special Unit Training		
Performance Management & SMART Objectives; Core Elements	8	75 and on-going
Line of Operation 4: Train-The-Trainer (T3)		
Performance Management & SMART Objectives	2	33 (T3 trained)
DCIPS Pay Pools and You	2	37 (T3 trained)
HR Elements for HR Practitioners	2	46 (T3 trained)
Core Elements and HR elements for HR Practitioner	1	18 (T3 trained) Complete

Training Sites for Localized Training

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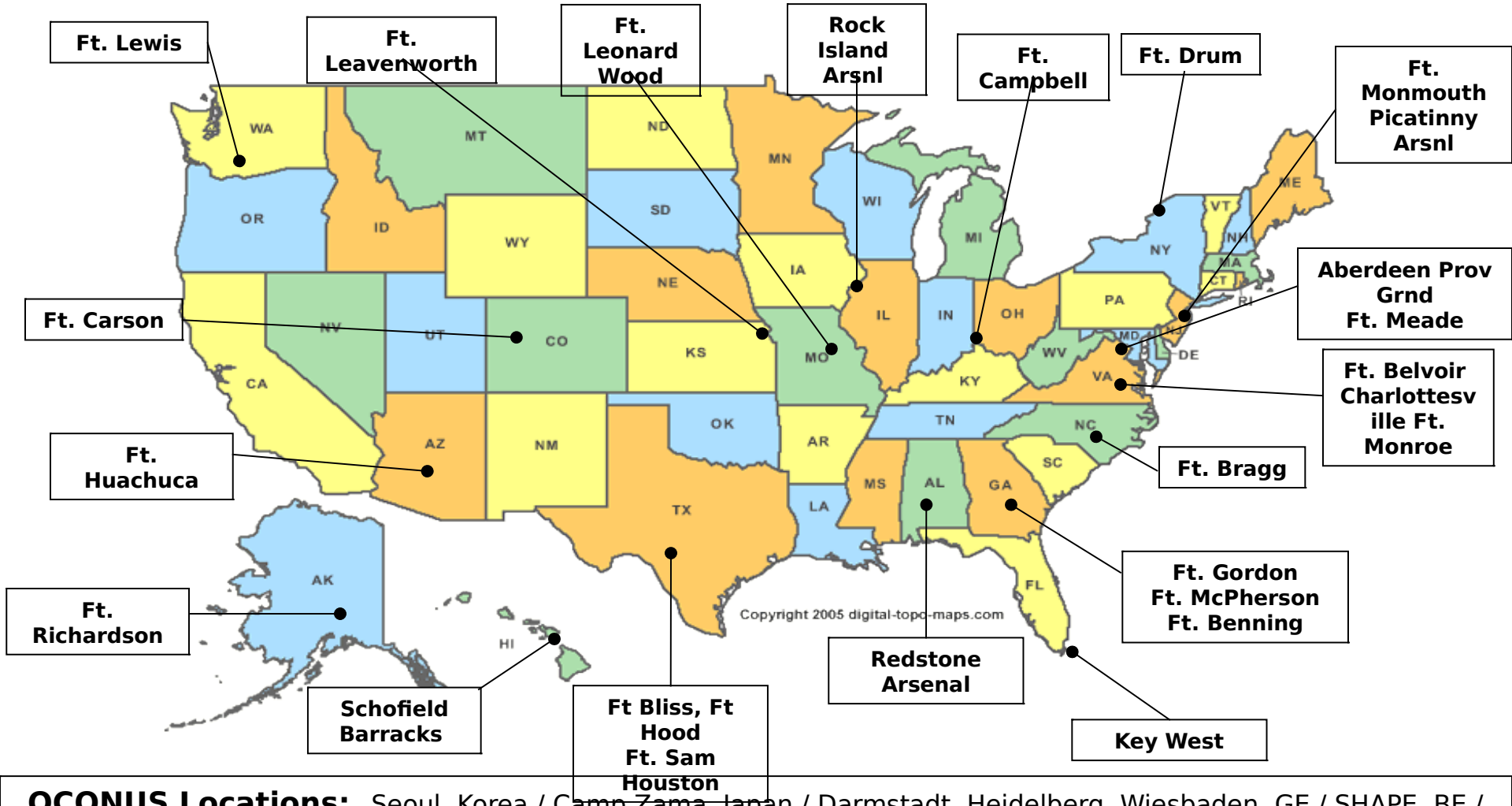
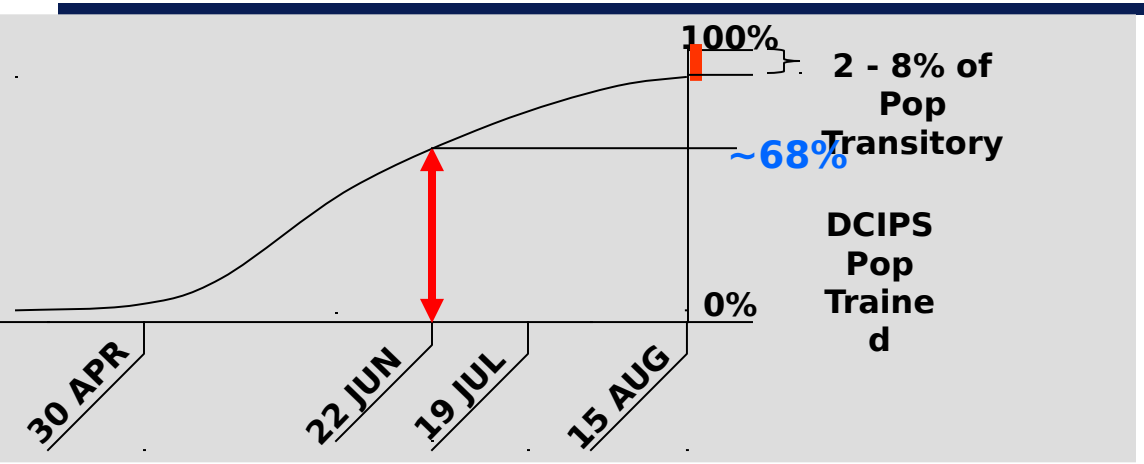


OCONUS Locations: Seoul, Korea / Camp Zama, Japan / Darmstadt, Heidelberg, Wiesbaden, GE / SHAPE, BE / Vicenza, IT

Training Status Implementation Timeline



Main Body Training & Conversion Period

OCT 08
Revised Implementation Timeline approved

JAN 09
Implementation Plan Issued

01 APR 09
BETA TAPES Close-out
BETA DCIPS Conversion

30 APR 09
Main Body TAPES Close-out

19 JUL 09
Main Body DCIPS Conversion

OCT 09
BETA Mock Pay Pool

MAR 10
DCIPS Mock Pay Pool

OCT 10
First Period Close-out
First DCIPS Pay Pool

JAN 11
First P4P $

Resourcing

Army G2 **Training** CHRA

Communications

Communications and Outreach

Workforce Outreach		
Event	**Description**	**# of Sessions**
Executive Briefings	Audience comprised of senior leaders across Army Commands, ASCC, DRUs, and FOAs	19
Town Halls	DCIPS overview brief provided to workforce across the country	18
Transition Manager Summit	Held February 2009 at the Pentagon Conference Center and attended by 24 Army Intel commands, ASCCs, DRUs & FOAs	1
Security Manager Conference	300 Intelligence field Security Managers from around the Army received DCIPS briefing and Q&A period	1
TM Teleconference (HQDA G2 IPMO with ACOM, ASCC, DRU TMs)	Weekly transition manager teleconference provides primary means of two-way communication of Conversion training plan, implementation status updates, and discussion of challenges	Ongoing weekly
Print Media		
Communication Toolkits (DCIPS Overview, Performance Management, Training, DCIPS Conversion)	Contained talking points for Executives/Senior Leaders, FAQs, overview briefs, employee handbooks, fact sheets, and marketing materials	4
Monthly "EYE" Newsletter	Monthly newsletter released on the 15th of each month starting December 2008	7
Issue Management		
HASC/HPSCI Congressional Brief	DCIPS implementation update provided to HASC/HPSCI staffers	1

Evaluation – Beta Group Update

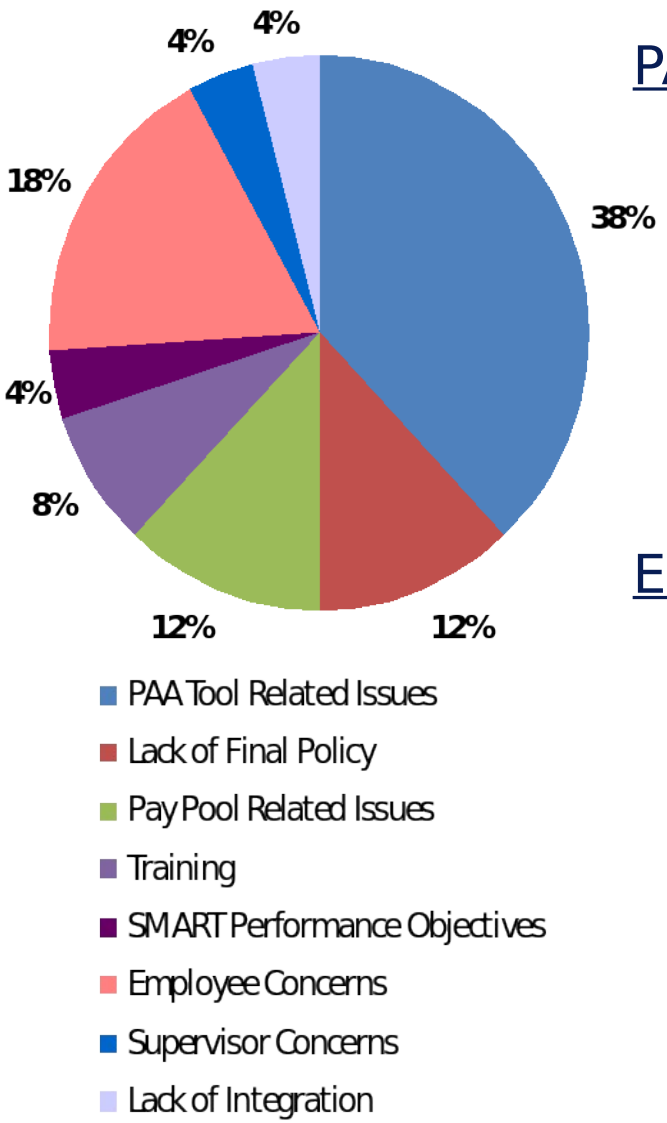
Accomplishments

- Army HQDA G2, G2X, and MICECP comprise the DCIPS Beta group
- Delivered performance management training for all Beta participants
- Conducted closeout of TAPES on 31 March 2009
- 226 participants entered DCIPS performance management on 1 April 2009
- Conducted weekly Beta Tiger Team teleconferences since 6 February 2009
- Evaluation strategy in progress to gather lessons learned from participants, supervisors, and leaders

Lessons Learned to date

- One ‘only’ has thirty days to complete Perf Objective submission process
- Writing SMART objectives is a challenge and takes quality time of supervisors and employees
- Both employees and supervisor realize they must have dialogue in objective setting process
- Employees and supervisors need to learn how to use an IDP (not included in beta)
- Accessing PAA Tool is problematic
- Would like to more information on pay pools to share with employees

List of Top 3 DCIPS Concerns of G-2 Leaders



PAA Tool Access

- "PAA Tool not ready for prime time- just getting to tool is difficult, not intuitive- for example, three places to login on CPOL"
- "It would be most helpful if the senior leaders could view their organization as a whole regarding PAA Tool status"

Employee Adjustment to Pay for Performance

- "Big culture change with anticipation of a significant portion of the workforce struggling with the system change to DCIPS"
- "DCIPS may be misunderstood and result in some employees leaving"

Comments continued

Lack of Final Policy

- “DCIPS is being implementing without [Army] policies”
- “Policy side of DCIPS not prepared yet and lack of clear guidance and regulations”
- “Implementing using draft USD(I) Policy”

Pay Pool Issues

- “Implementation of pay pool - major concern information is lacking on pay pool
- “An exaggerated amount of concern around the pay pool ….across the board”

What Senior Leaders Can Do to Support DCIPS

From focus groups week of 15 June:

Supervisors and employees recommend that senior leaders:

- Provide their DISES/DISL/military performance plans and objectives to employees to support SMART objectives and increase “line of sight” across Army Intelligence community
- Ensure supervisors do NOT “water down” SMART objectives to make it easier to rate employees
- Ensure that supervisors understand that more specific SMART objectives will help differentiate employee performance

What Senior Leaders Can Do to Support DCIPS

(con't)

Supervisors and employees recommend that senior leaders:

- Provide specialized training/workshops to supervisors on rating process to help ensure consistency across Army community
- Ensure fairness and consistency in implementing pay pool structures
- Conduct senior leader development session so all leaders are consistent in understanding goals of DCIPS and how it should be implemented

Evaluation – Beta Group Update

Way Ahead

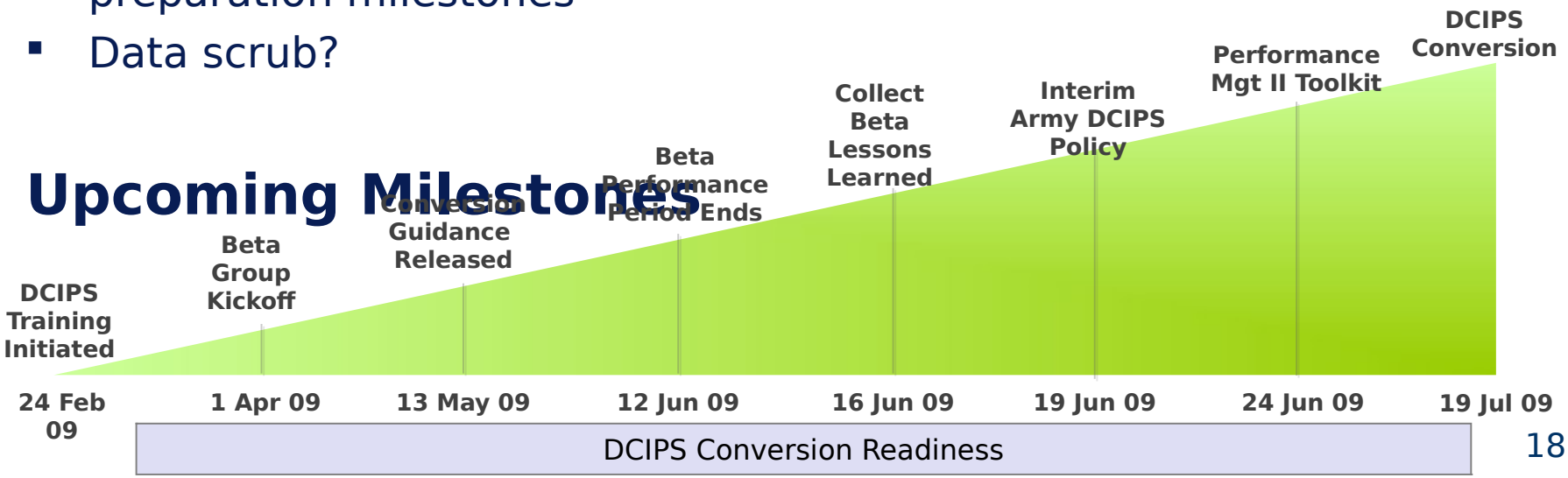
- Complete Performance Evaluations
- Conduct focus groups with employees and supervisors
- Develop mock pay pool strategy for Beta
- Test Compensation Workbench Tool
- Report lessons learned from surveys and interviews to workforce
- Make BETA Group info available to support execution of Mock Pay Pools w/in Commands

Conversion

Accomplishments

- Initiated DCIPS training efforts on 24 Feb 2009
- Delivered Conversion Guidance to ACOMs, ASCCs, DRUs, FOAs, TMs, CHRA
- Established Beta group and initiated evaluation strategy for gathering lessons learned
- Identified TAPES closeout dates (Beta -31 Mar 09/Non-Beta -31 May 09) for processing personnel actions and other conversion preparation milestones
- Data scrub?

Upcoming Milestones



Way Ahead

Short Range (Pre-Conversion)

- Continue Partnership with ASA(M&RA), OGC, G-1, USDI
- Validate resources for WIGI-Buy In
- Issue Army DCIPS Interim Policy (T: 24 June)
- Complete delivery of DCIPS Conversion Training (T: 19 July, NLT: 15 Aug)

Long Range (Post-Conversion)

- Finalize Army DCIPS Policy
- Deliver DCIPS Pay Pool Training
- Prepare and assist Army organizations for 2010 Mock Pay Pool

Questions

BACKUP SLIDES

DCIPS Policy Status

30 April 2009

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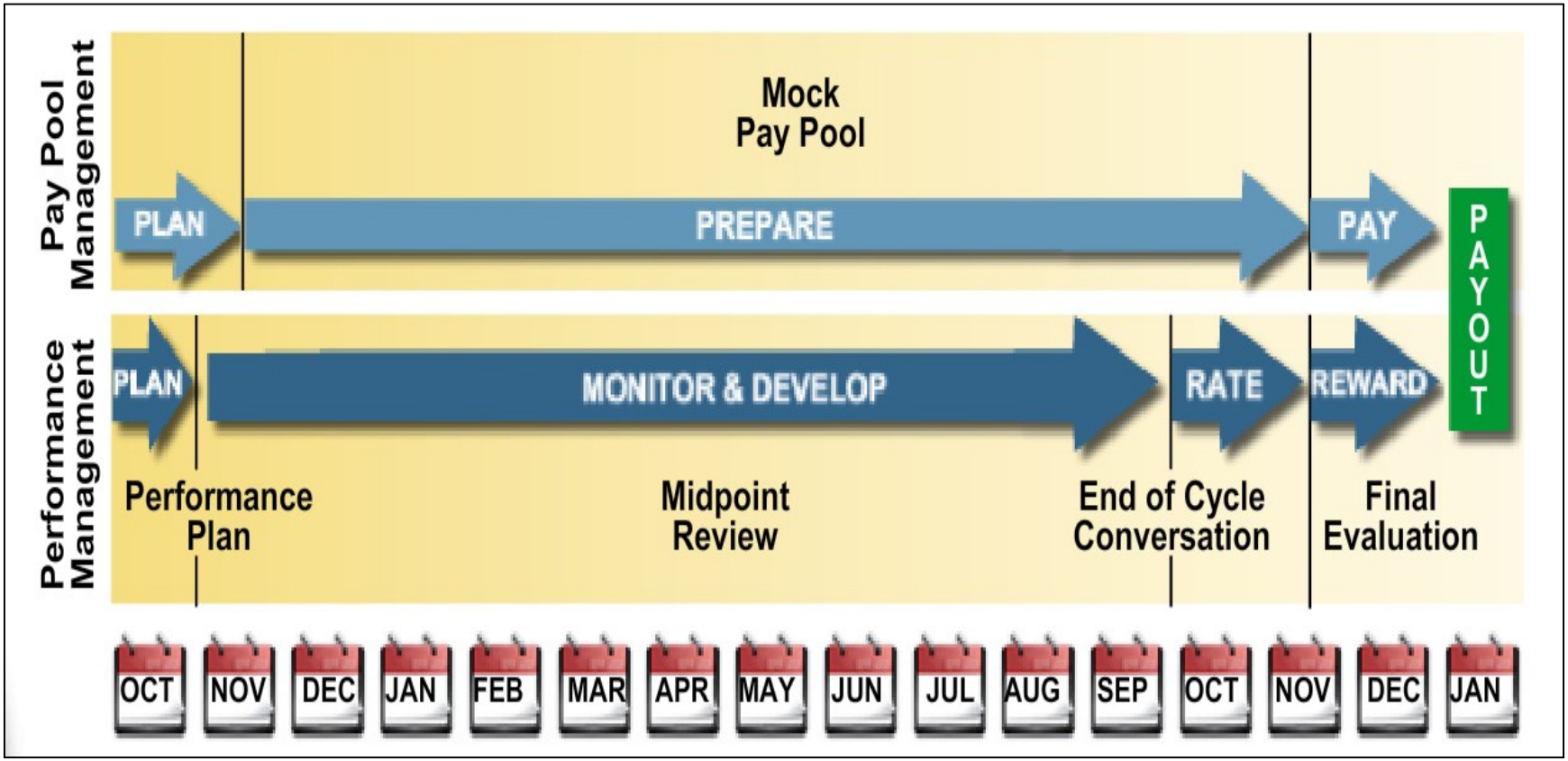
DCIPS Volume	Status
Vol. 2001 – DCIPS Introduction*	***Approved: Signed by USD (P&R) on 29 Dec 08***
Vol. 2002 – DISES	***Draft; reviewing Exec Res Wk Grp comments***
Vol. 2003 – DISL	***Draft***
Vol. 2004 – Workforce Shaping (AIF)	***Received and adjudicated OPM comments; Preparing policy for formal coordination***
Vol. 2005 – Employment & Placement	***Formal coordination; Suspense 8 May 09***
Vol. 2006 – DCIPS Pay Administration*	***Formal coordination; Suspense 8 May 09***
Vol. 2007 – Occupational Structure*	***Awaiting SD106 from OGC; Suspense 4 Nov 08***
Vol. 2008 – Awards	***Adjudicating critical comments; Suspense 20 Feb 09***
Vol. 2009 – Employee Relations	***Adjudicating comments; awaiting OGC SD 106; Suspense 3 Apr 09***
Vol. 2010 – Professional Development	***Draft***
Vol. 2011 – Performance	***Awaiting SD106 from OGC; Suspense 12***

STATUS KEY:

1. Draft *– HCMO drafting*
2. Informal Coordination *– DCIPS portal/ WG comment*
3. Pre-Coordination *– With DoD OGC, CPMS, then WHS*
4. CPPC *– Review to ensure DoD coordination prior to SD 106 process*
5. Formal Coordination *– DoD Portal/SD 106 process*
6. Approved *– Signed by Dr. Chu (USD (P&R))*
On Hold *– Awaiting information/external action*

*** Indicates Interim Final Policy signed**

Annual Army DCIPS Timeline



Army Intelligence is scheduled to convert on 19 July to both performance management and pay bands. The final employee rating will occur in September 2010 and the final payout will be in January 2011.

Training (Modular Course Design)

	HR	Employees	Managers/ Supervisors	Notes
DCIPS 101	✓	✓	✓	1 hour web course
DCIPS Pay Pools, Performance, and You	✓	✓	✓	1 hour web course
iSuccess for DCIPS	✓	✓	✓	1 hour web course
Core Elements of DCIPS	✓	✓	✓	4 hour training session
HR Elements for HR Practitioners	✓	✓	✓	2 day training session
DCIPS Compensation Fundamentals (Currently presenting this course)	✓	✓	✓	8 hour training session
Data Administrator Training (Currently presenting this course)	✓			4 hour training session for Pay Pool Advisors
Compensation Analyst Development Training	✓			Three-week curriculum for Compensation Analysts
Understanding Performance Management for Employees	✓	✓	✓	8 hour training session
Managing Performance			✓	2 day training session
Managing Performance &	✓	✓	✓	2 day training

Evaluation – Beta Group Timeline

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15 days to collaborate with employee

- **1 Apr 2009** – Employees initiate performance plan and draft performance objectives for input into Performance Appraisal Application (PAA) Tool

7 days

- **15-22 Apr 2009** – Raters finalize performance objectives

7 days

- **22-29 Apr 2009** – Reviewers approve performance objectives and employees acknowledge approved performance plan **Due Date changed to 15 May 2009**
- ***12 Jun 2009*** *– DCIPS Beta performance time period ends*

10 days

- **12-22 Jun 2009** - Employees must complete self-report of accomplishments for DCIPS test period

10 days

- **22 Jun - 2 Jul 2009 -** Rating officials complete evaluation of performance for employee
- **2-10 Jul 2009-** Reviewing officials complete evaluation of performance for employee

8 days

- **10-17 Jul 2009** – Performance Review Authority finalizes and completes assessment of performance ratings for delivery to employees

7 days

- **22 Jun - 19 Jul 2009** – Beta participants initiate draft performance plan and objectives for new rating period
- **19 Jul 2009 - 30 Sept 2010** - New rating cycle (approx 14 months). Convert to pay bands along with rest of Army DCIPS community